

# **A Warrior's Focus**

**a presentation to the**

## **Program Executive Officer System Commanders Conference**

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
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DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DEPARTMENT OF DEFENSE  
FIELD ACTIVITIES

SUBJECT: Legislative Priorities for Fiscal Year 2004

Every week it seems, a senior official in this Department tells me we are constrained in our ability to do something by an obsolete legal provision. Similarly, I often hear of initiatives we would like to take, but for which we need additional statutory authority.

As you develop proposals for the Fiscal Year 2004 DoD Legislative Program, you should adopt the perspective that now is the time to change the way we operate. If you need specific legal authority to accomplish an important goal, or if you need relief from an unnecessary legal restriction, please ask for it.

When developing your proposals, you should focus on the priorities concerning the next six to twelve months we have developed in recent discussions. To assist you, I am enclosing the most current version of the top ten priorities, which reflect those discussions. The General Counsel provides additional guidance in his August 22, 2002 "Call for Proposals."

The war on terrorism does not supplant the need to transform DoD; instead, we must accelerate our organizational, operational, business, and process reforms.

Attachment:  
As stated


U14977-02



21 November 2002

**If you need  
help, ask  
now!**

## Proposed Top Ten Priorities for Next 6-12 Months

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1. Successfully Pursue the Global War on Terrorism
  2. Strengthen Joint Warfighting Capabilities
    - Joint CONOPS to integrate air, land, sea, and ISR assets
    - Translate Joint CONOPS into acquisition strategy
    - Bring Jointness to the lowest level
    - Strengthen joint exercises and joint training
  3. Transform the Joint Force
    - Lighter, more agile, easily deployable military units
    - Military culture that rewards innovation and risk-taking
  4. Optimize Intelligence Capabilities
  5. Improve Force Manning
    - Develop 21<sup>st</sup> century human resource approach
    - Longer tours, revised career paths, improved language capabilities, etc.
  6. New Concepts of Global Engagement
    - Revised Security Assurance and Cooperation and Overseas Presence/Basing
    - Fashion new relationships worldwide, update alliances, build coalition of unequal partners, refocus security cooperation and fashion a more relevant footprint
  7. Counter the Proliferation of WMD
  8. Homeland Security
    - Define clearly and organize the Department's role in Homeland Security
  9. Streamline DoD Processes
    - Shorten PPBS and acquisition cycle time
    - Financial Management Reform
    - Shorten all DoD processes by 50%
  10. Improve Interagency Process, Focus and Integration
    - Rationalize NSC and Homeland Security Council
    - Reduce time to respond and create a surge capability



**JFCOM  
Priority  
Areas**

# Draft USJFCOM Mission

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**U.S. Joint Forces Command  
maximizes the Nation's future and  
present military capabilities by leading  
the transformation of joint forces,  
through *joint concept development and  
experimentation*, identifying *joint  
requirements*, advancing *interoperability*,  
conducting *joint training*, and *providing  
ready forces and capabilities* - all in  
support of the Combatant Commands.**

# USJFCOM Draft USJFCOM Command Vision

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**A dynamic command that learns from and works with our partners to lead *continuous evolutionary and revolutionary* improvements in U.S. warfighting capabilities to enable continued American success, *including rapid, decisive military action.***

# Draft USJFCOM Command Priorities

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## 1. Provide joint forces and capabilities

- DOD #1 - Successfully pursue the GWOT
- DOD #4 - Optimize intelligence capabilities

## 2. Improve joint warfighting capabilities

- DOD #1 - Successfully pursue the GWOT
- DOD #2 - Strengthen joint warfighting capabilities
- DOD #4 - Optimize intelligence capabilities
- DOD #10 - Improve IA process, focus, and integration

## 3. Transform the joint force

- DOD #3 - Transform the Joint Force
- DOD #2 - Strengthen joint warfighting capabilities
- DOD #4 - Optimize intelligence capabilities

# Four Thumbrules

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- **An 80% solution today is better (and cheaper) than a 100% solution tomorrow.**
- **Warfighters know what military problems they face; they may not know which technologies will help them solve these problems**
- **Warfighters know good technology solutions when they see them**

# Joint Requirements

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